
Human Resource Development

Introduction



The success of the United States General Accounting Office in carrying out its mission depends on qualified, well-trained people. The personal and professional development of employees is a responsibility shared by both the individual and the organization, and GAO remains committed to employee development at all levels of the agency.

This brochure will help you learn more about the variety of training and career development opportunities available to you. I hope you will use this information to plan your personal and professional development at GAO.

Charles A. Bowsher

**Comptroller General
of the United States**

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GAO's Commitment to Training

We the leadership have to provide . . . a program of training . . . that is going to allow staff to develop as individuals.

. . . all of our actions must demonstrate a sense of caring in the training and development of our people, in helping them achieve their goals and aspirations, and in dealing with their successes and failures. . .

We have to make sure we have the right people with the right skills to work on the job . . . emphasizing the importance of recruiting, training, utilizing, evaluating, and rewarding our staff. . .

*Keynote address by Charles Bowsheer
Leesburg, Virginia
November 8, 1983*

The Comptroller General, in this keynote address, articulates GAO's fundamental philosophy on the training and development of its employees. This philosophy emphasizes that as a member of GAO's staff, you have the opportunity to learn new skills and to enhance existing skills through participating in our numerous human resource development activities.

orient you to our organization and to enable you to become productive staff as quickly as possible. For experienced employees, we provide refresher training and training in new technical skills as well as management development. Experienced employees also become part of the training program by serving as technical experts and instructors.

the Council on the Continuing Educational Unit. Thus GAO is now able to award continuing educational units to staff participating in our human resource development programs. Where appropriate the number of CEUs is listed with corresponding courses or workshops.

This brochure outlines GAO's courses and workshops and is designed to provide all employees with information on our philosophy and approach to training and development. We hope you will find it useful and will agree that GAO's commitment to its staff development is indeed outstanding.

Training and Development for the New Employee

For those of you who have recently joined us, training is a vital part of our organization. Training is the key to

the audit/evaluation community.

Training occurs in a variety of ways:

- self-paced training packages (printed, audio-visual, or computer assisted);
- formal classroom training;
- on-the-job training with your supervisor; and
- external conferences and training programs.

As a first-year employee, you will benefit from training in the first three categories. The fourth will be added after your probationary year. You are also encouraged to seek out training and development opportunities on your own.

You will be taking specific courses based on your grade and series, according to carefully designed curricula. For example, those of you who join GAO as new evaluators will be brought to

you will take structured on-the-job training in those areas where mastery is required. Subsequent programs in writing, computers, statistics, or special programs follow. Please see the curriculum plans on pages 6-9.

Those of you in support staff positions similarly have a structured series of courses available to you. Please see the curriculum plan on page 10.

Those of you in non-evaluator positions will have generic courses such as orientation and writing available within GAO. Your specialized training, however, is best sought from institutions such as the Office of Personnel Management, and those skilled in your specialty. Please see the curriculum plan on page 11.

High quality training is the result of excellence in all elements of the program—the materials, the instructional methods, the instructors, and

Structured Program Materials

Through a series of continuing research projects, we have been able to identify with some precision the knowledges, skills, and abilities essential for competent GAO employees at each grade level. Our training programs are built on this research. As we identify new training needs, we update the curricula.

Instructional Methods

We continue to keep abreast of educational advances, and we adopt newly-emerging instructional methods as they are developed and tested, especially those methods that apply to how adults learn best. You will be an "active" learner. Case studies, exercises, group discussions, and innovative simulations and

Where appropriate, audio-visual materials (films, video, and audio tapes and slides) enhance the programs.

A significant component of our training program is the Learning Center, the repository for self-paced learning materials, including computer-assisted materials for our IBM personal computers. The Learning Center approach maximizes the opportunity for staff to schedule individualized training and development within a flexible timeframe. The Learning Center materials provide pre-course experiences or refresher training and increase the flexibility of our training—you can learn at your own pace. We have a brochure that lists all available materials. The materials can be checked out by both headquarters and regional staff.

Instructors

GAO instructors are drawn from among our best professionals. They may be members of an intermittent instructor pool, i.e., they teach three or four times a year, or they may be resident instructors, employees chosen by top management to spend 1-2 years doing full-time instruction and course development. Both types of instructors are themselves trained in instructional techniques and are given practice teaching opportunities.

Some advanced and/or highly specialized courses are taught by external consultants and experts. They, too, are carefully screened to ensure top quality.

Each instructor's effectiveness is evaluated by course participants and through systematic observation by educational specialists. Only

his or her own technical proficiency remains in the programs.

GAO's Human Resource Development Centers

GAO's Management Development Center and its new Training and Career Development Center are visible signs of GAO's commitment to training. With state-of-the-art classrooms with easy access to audio-visual equipment and attractive and functional furniture, you will find yourself in an environment conducive to learning. In either location, you are away from the distractions of telephone calls and the press of work so you can turn all your attention to learning.

Training and Development Beyond the First

Every staff person who joins GAO does so after, in most cases, years of formal education at the graduate and/or undergraduate levels. However, this formal education and the first-year GAO training are only the foundations on which to build a career-long program of self-improvement.

GAO encourages self-improvement because only with continually developing staff can the organization as a whole improve the quality of its work and maintain its leadership role in the audit/evaluation community. Looked at another way, the world of auditing and evaluation is a continually changing one—it is a living profession. GAO depends on the continuing development of its people not only to keep abreast of those changes but also to take the initiative in forging new audit/evaluation approaches. Consequently, we are constantly revising existing courses and adding new ones

The continuing development of staff is clearly a shared experience between GAO and you. GAO provides the framework, the courses, and the encouragement. You provide the commitment and dedication.

As a general rule, GAO expects its staff to devote at least 40 hours a year to formal continuing education and training. These hours should be allocated to GAO's internal courses, and GAO-supported external training or self-study.

You have four avenues by which you can pursue your development:

- GAO's internal courses in auditing/evaluation methodology, automatic data processing and computers, interpersonal skills, management skills and practices, secretarial skills and writing. Please see

- On-the-job training. Experience in a wide variety of areas is the best teacher of actual procedures and techniques used on the job.
- Self-study training either through our own Learning Center or by taking programs offered by other educational institutions on your own time.
- External training sponsored by GAO. For more information, refer to GAO Order 2410.1. Each division, office, and region has a limited budget for funding attendance at job-related courses, conferences, and conventions.

In addition to these opportunities, GAO has its own internal Management Development System sponsored by the Executive Resources Board, and holds regularly scheduled managerial

As more senior staff, GAO expects you to become intimately involved in the training of your own staff, perhaps by doing formal instruction, and certainly by doing on-the-job training and by encouraging your staff to prepare individual development plans. In this way, your knowledge, experience, and expectation of excellence can be communicated to those following you.

These, then, are some of the basic ideas that govern GAO's approach to training and development. The remaining pages describe how to register for a course and provide brief course and workshop descriptions.

How to Register for Human Resource Development Programs

Your supervisor is the first person with whom you should discuss your career goals and desired training and development plans. If you are uncertain about your career goals, the Counseling and Career Development Branch of the Office of Organization and Human Development has a staff of professional counselors ready to assist you in assessing and clarifying your career plans. Once you and your supervisor have reached an agreement, the training coordinator for your division, region, or office will submit the registration forms and then direct pre-course information to both of you.

Some courses have special requirements, such as prerequisites or pre-course work (most writing courses require writing samples to be submitted in advance). Similarly, certain management courses require approval by the division, region, or office head.

Your training coordinator and most group directors have the *GAO Catalogue of Human Resource Development Activities* which contains extensive, detailed course descriptions. You should feel free to consult this document as often as necessary.

Curriculum Plans for GAO Employees

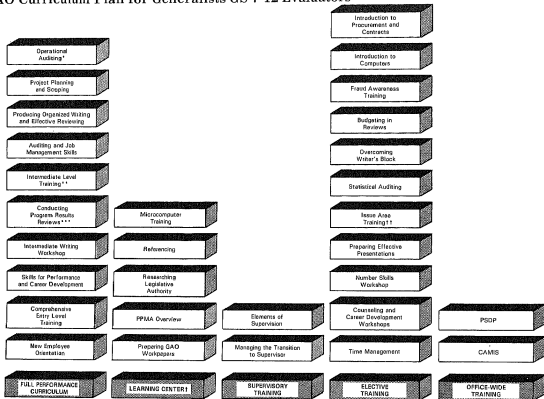
GAO's training courses and workshops are organized by curricula for:

- Evaluators at the GS-7-12, 13/14, and 15 levels
- ADP specialists
- Support staff
- Non-evaluators

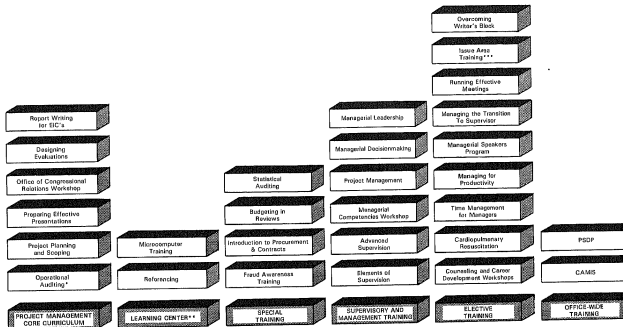
Within curricula the courses are categorized as:

- Technical or core (for those employees whose primary source of job-related training is provided by GAO)
- Special (with a technical emphasis for evaluators)
- ADP courses (primarily for ADP specialists)
- Supervisory and management training
- General training (for those employees whose general, non-technical training needs are met by GAO)
- Elective
- Office-wide training development to assist in implementing new systems at GAO
- Learning Center

GAO Curriculum Plan for Generalists GS 7-12 Evaluators



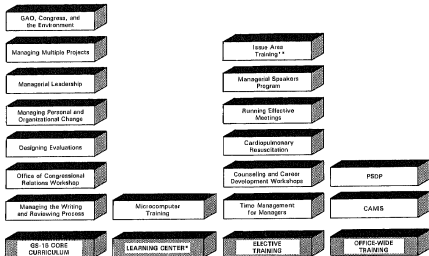
GAO Curriculum Plan for Generalists GS 13-14 Evaluators



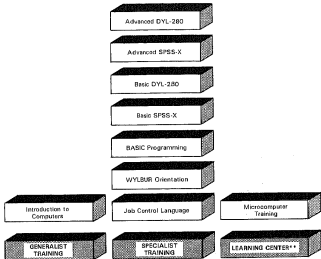
KEY

*Optional refresher or upper level like orientation.

GAO Curriculum Plan for Generalists GS 15



Automated Data Processing Courses*

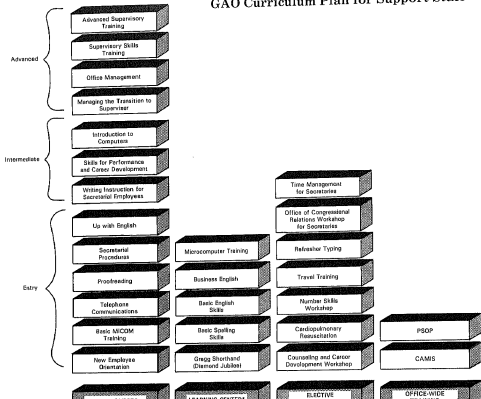


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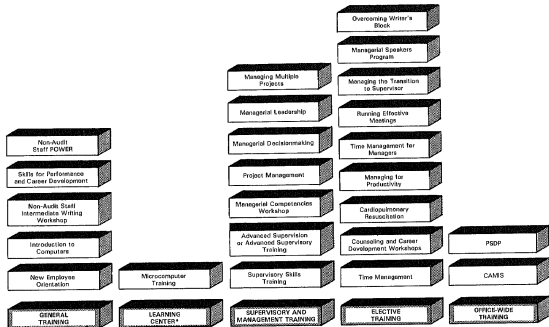
*Courses recommended for TAG and DMTAG staff.

**A partial listing of offerings.

GAO Curriculum Plan for Support Staff



CO Curriculum Plan for Non-Evaluators



Technical and/or Core Courses for Evaluators

“course delivery . . . was concise, didn’t drag out points. The instructor was very informative and encouraged the class to bring in . . . experiences.”

a non-evaluator

“both instructors possess outstanding classroom skills and were superb representatives of GAO. Feedback from the participants was entirely positive.”

a GAO manager

Technical and/or Core Courses for Evaluators

Course	Objectives	Length	Frequency	Recommended Participants	Prerequisites (and/or Special Concerns)
Auditing and Job Management Skills	To learn GAO auditing/evaluation skills necessary to perform effectively as a first-line supervisor.	4 days	As needed.	New first-line supervisors, and staff members who are scheduled to assume a leadership position soon or who are involved in job management.	Comprehensive Entry-Level Training and Intermediate Level Training. 3.2 CEUs
Budgeting in Reviews	To learn about the federal budget process and how it relates to GAO work.	2 days	4 times/yr	All evaluators.	None. 1.6 CEUs
Comprehensive Entry-Level Training	To learn and practice techniques used by auditor/evaluators at GAO.	10 days	6 times/yr	All GS-7/9 evaluators with 1 month and no more than 3 months' experience.	Preparing GAO Workpapers (a self-paced course). 5.8 CEUs
Designing Evaluations	To understand how to design evaluations by asking the right questions, and developing a design to match the questions.	1 day	As needed.	GS-13/14 project managers.	
Fraud Awareness Training	To develop an awareness of the potential for and possible existence of waste, fraud, and abuse.	3-1/2 days	As needed.	GS-11 through GS-15 evaluators involved in fraud-related work and with at least 2 years' experience at GAO.	Comprehensive Entry-Level Training. 2.8 CEUs

Course	Objectives	Length	Frequency	Recommended Participants	Prerequisites (and/or Special Concerns)
Intermediate Level Training	To learn and practice evaluation techniques commensurate with the responsibilities of a GS-11.	5 days	Under development	Evaluators who have been or soon will be promoted to the GS-11 level.	Preparing GAO Workpapers (a self-paced course) and Comprehensive Entry-Level Training.
Intermediate Writing Workshop	To learn how to write to best serve the needs of GAO's audience by learning how to structure paragraphs and revise ineffective sentences.	2 days	At the request of regions and divisions.	Evaluators with no less than 6 months but no more than 18 months' experience with GAO.	None. 1.3 CEUs
Introduction to Procurement and Contracts	To give participants an overview of federal procurement/contracting practices.	2 days	As needed.	GS-9 to GS-13 staff who need to have a basic understanding of federal procurement/contracting.	None. 1.6 CEUs
Managing the Writing and Reviewing Process	To teach principles and specific techniques for managing the production of GAO reports.	2 days, then 1 day 8 wks later.	As needed.	For GS-15's only.	Producing Organized Writing and Effective Reviewing. 1.6 CEUs
New Employee Orientation	To introduce and orient new employees to GAO as an organization and to the work GAO does.	1 day	As needed.	Newly hired GAO staff.	None.
Office of Congressional Relations Workshop	To review and discuss how the legislative process works and how GAO staff	1/2 day	2-4 times/yr	Evaluators at the GS-13/15 level. Upon request, exceptions may be	Usually those whose work involves contact with Congress.

Course	Objectives	Length	Frequency	Recommended Participants	Prerequisites (and/or Special Concerns)
Operational Auditing	To learn how to use basic audit evidence, prepare audit programs, conduct interviews, evaluate workpapers, and prepare the results of the audit.	5 days	To be determined.	Refresher training for evaluators at the GS-12 or GS-13 level or initial training for upper level hires.	None. 3.0 CEUs
Preparing Effective Presentations	To improve presentation skills so that briefings are clear, logical, and conducted efficiently; and to provide guidance for long-range skill development.	3 days	20-25 times/yr	Evaluators GS-12 and above who are giving briefings or who will soon be involved in briefings.	None. 2.4 CEUs
Producing Organized Writing and Effective Reviewing	To organize material into an effective report. Teaches concepts in the Report Manual, ch. 9, and Policy's Checklist for Report Writers and Reviewers.	2-1/2 days	At the request of regions or divisions.	Evaluators, reviewers, and writer/editors.	Participants should have experience drafting sections of GAO reports. 1.6 CEUs
Project Planning and Scoping	To identify, clarify, and specify audit issues related to scoping; formulate questions that address the issues; and select approaches that answer the questions.	3 days	As needed.	Evaluators (generally at senior 12/new 13 level) currently (or soon to be) involved in scoping.	Auditing and Job Management Skills or equivalent experience as a first-time supervisor/subteam leader. 2.0 CEUs

Course	Objectives	Length	Frequency	Recommended Participants	Prerequisites (and/or Special Concerns)
Report Writing for EIC's	To provide skills in writing and reviewing for evaluators-in-charge.	2 days	8 times/yr	GS-13/14 evaluators-in-charge who are planning a report.	Producing Organized Writing and Effective Reviewing.
Skills for Performance and Career Development	To assess and practice interpersonal problem-solving communication skills, and apply them to performance coaching, career counseling, performance appraisal, and small group problem-solving.	3 days	As needed.	All GAO employees.	None.
					2.4 CEUs
Statistical Auditing	To learn the fundamentals of statistical auditing.	4 days	12 times/yr	Evaluators who will be applying statistics on the job.	None.
					2.0 CEUs
Time Management	To challenge thinking and behavior in managing time, by presenting practical time-managing methods and techniques for greater job-related effectiveness.	1 day	16 times/yr	Evaluators (GS-12's and below) who would like to gain more control of their time and are willing to examine proven methods and techniques to make this happen.	None.
					0.7 CEUs

Automated Data Processing Training Courses

“method of presentation and work material ‘wonderful’. I developed a working knowledge of basic programming, how it is used, and what it is used for.”

a non-evaluator

“well organized, good walk through process and supported by doing problems.”

an evaluator

Automated Data Processing Training Courses

Course	Objectives	Length	Frequency	Recommended Participants	Prerequisites (and/or Special Concerns)
Advanced DYL-280	To provide advanced knowledge of and skill in programming the DYL-280 retrieval package, and how it can be applied to audit work.	5 days	1 time/yr	ADP specialists.	Basic DYL-280 and Job Control Language or equivalent knowledge and a good understanding of data file structure and processing concepts. 3.2 CEUs
Advanced SPSS-X	To provide training in the advanced concepts of and skills in Advanced SPSS-X to assist evaluators on assignments requiring manipulation and analysis of complex data.	5 days	1 time/yr	ADP specialists who are using a statistical package to analyze data.	Basic SPSS-X. 3.2 CEUs
Basic DYL-280	To provide a basic knowledge of and skill in programming the DYL-280 retrieval package.	5 days	1 time/yr	ADP specialists.	Introduction to Computers and Job Control Language or equivalent knowledge, knowledge of a text editor, and a good understanding of data file structure and processing concepts. 3.2 CEUs
BASIC Programming	To provide training for the ADP evaluator in the basic concepts of and skills in programming in BASIC; to provide hands-on experience.	5 days	1 time/yr	ADP specialists who will be programming in BASIC.	Introduction to Computers and Job Control Language, or equivalent job experience.

Course	Objectives	Length	Frequency	Recommended Participants	Prerequisites (and/or Special Concerns)
Basic SPSS-X	To provide training in the basic concepts of and skills in Basic SPSS-X to assist evaluators on assignments requiring manipulation and analysis of complex data.	5 days	1 time/yr	ADP specialists who are using a statistical package to analyze data.	Introduction to Computers and Job Control Language or equivalent knowledge. 3.2 CEUs
Introduction to Computers	To provide introductory training in automatic data processing for all GAO staff so that they will understand the fundamentals of ADP and be able to communicate in ADP-related assignments.	1-1/2 days	To be determined.	All staff are encouraged to take this course or an equivalent.	Completing a self-study guide immediately prior to training (approximately 15 hours). 2.2 CEUs
Job Control Language	To provide basic knowledge of and skill in using IBM JCL and selected utility programs.	3 days	3 times/yr	ADP specialists who have to execute computer programs on an IBM computer system.	Introduction to Computers or equivalent knowledge. 1.9 CEUs
Wylbur Orientation	To introduce users of time-sharing systems to the Wylbur system.	4 days	1 time/yr	ADP specialists who will use the computer time-sharing systems.	Introduction to Computers, Job Control Language. 2.6 CEUs

Supervisory and Management Training Courses

“the instructors knew their subjects thoroughly and were outstanding in their presentations and in guiding the staff through the material. This was further substantiated by the numerous comments made by the staff to me and the training coordinator.”

a GAO manager

Supervisory and Management Training Courses

Course	Objectives	Length	Frequency	Recommended Participants	Prerequisites (and/or Special Concerns)
Advanced Supervision	To study characteristics of effective work groups, diagnose problems that impede productivity, analyze types of conflict and uses of power and the process of corrective discipline.	5 days	12 times/yr	Employees (GS-13/14) who are experienced supervisors.	Elements of Supervision or equivalent experience. 3.2 CEUs
Advanced Supervisory Training	To demonstrate an understanding of the characteristics of a group, and how to effectively work with groups to enhance productivity and job satisfaction.	5 days	4 times/yr	Non-evaluator supervisors and managers.	Supervisory Skills Training or equivalent supervisory experience. 3.2 CEUs
Elements of Supervision	To understand one's own leadership and social interaction style, analyze work groups, be aware of different behavioral science theories, understand EEO and affirmative action in GAO, plan a positive motivational environment for employees.	5 days	8 times/yr	GAO employees (GS-12) who are moving into supervisory positions.	None. 3.2 CEUs

Course	Objectives	Length	Frequency	Recommended Participants	Prerequisites (and/or Special Concerns)
GAO, Congress, and the Environment	To make GS-15's aware of their roles in relation to Congress, and to understand how GAO as an organization relates to other groups in its environment.	3 days	2 times/yr	All GS-15's.	None.
Managerial Competencies Workshop	To understand managerial competencies, how they are used at GAO, assess one's own managerial competencies, and develop a plan to strengthen them.	2 days	5 times/yr	GS-13/14 managers who wish to expand their understanding of managerial competencies and have their own skills in this field assessed.	None.
Managerial Decisionmaking	To develop process management skills, understand decisionmaking in planning, learn different decisionmaking styles, develop problem-solving skills for group and individual decisionmaking, and use these skills to prevent anticipated problems.	4 days	6 times/yr	GS-13/14 managers who are interested in fine-tuning their decision-making skills.	Elements of Supervision and Advanced Supervisory Training (or equivalent).

Course	Objectives	Length	Frequency	Recommended Participants	Prerequisites (and/or Special Concerns)
Managerial Leadership	To determine who should make decisions, whether a group or an individual should in a given situation, how to get commitment, lead groups, and carry through decisions that affect work at GAO.	2-1/2 days	8-10 times/yr	GS-13/15 managers who need to refresh or improve their leadership skills.	None. 1.9 CEUs
Managerial Speakers Program	A series of seminars and workshops designed to introduce and update managers on the concerns facing managers in the 1980's and 1990's.	4-8 hrs each	4 times/yr	GS-13/15 managers and SESers.	None.
Managing Multiple Projects	To learn how to evaluate work plans, monitor jobs to assure that objectives are achieved, use a computer to manage projects, and establish a negotiating strategy.	3 days	Under development.	GS-15 managers.	None.
Managing Personal and Organizational Change	To assess personal strengths and weaknesses in managerial competency areas and apply this knowledge in managing change.	5 days	4 times/yr	GS-15 managers.	None.

Course	Objectives	Length	Frequency	Recommended Participants	Prerequisites (and/or Special Concerns)
Managing for Productivity	To identify variables that cause problems in communication, motivation, and cooperation, use group dynamics in improving decisionmaking, analyze people's needs, and implement participative management techniques.	3-1/2 days	6 times/yr	GS-13 and above managers.	Elements of Supervision and Advanced Supervision or Supervisory Skills Training and Advanced Supervisory Training (or equivalent). 2.6 CEUs
Managing the Transition to Supervisor	To discuss issues related to the transition from staff member to supervisor, explore ways to deal with the transition, develop support systems, and engage in problem-solving and planning around transition issues.	2 days	As needed.	First-time supervisors with no prior supervisory experience in GAO, within the first 8 months of their new role.	None.
Project Management	To define objectives, and use methods of task analysis and various scheduling techniques; design an effective reporting system; understand sources of conflict in project management and how to deal with it; and apply project management principles	2 days	8-10 times/yr	Relatively inexperienced evaluators-in-charge	Elements of Supervision and Advanced Supervision or Supervisory Skills Training and Advanced Supervisory Training (or equivalent).

Course	Objectives	Length	Frequency	Recommended Participants	Prerequisites (and/or Special Concerns)
Running Effective Meetings	To plan, conduct, and follow up on a meeting.	1-1/2 days	12 times/yr	Supervisors and managers who are responsible for planning and managing meetings.	None.
Supervisory Skills Training	To understand one's own leadership and social interaction styles; review basic principles of communication; understand EEO and affirmative action in GAO; apply general personnel procedures to specific cases; understand problem recognition and referral; and understand uses of performance appraisals.	5 days	2 times/yr	New supervisors in non-evaluator positions.	None. 3.2 CEUs
Time Management for Managers	To conduct a job analysis; identify what gets in the way of doing a job; identify priorities; use a time log; set job-related objectives; and plan and direct productive meetings.	1 day	8 times/yr	All GAO managers.	None. 0.7 CEUs

Secretarial and Clerical Staff Training Courses

"I have gained some insight in this course. I have learned more about memos, letters, run stop system and mailing procedures."

a clerk-typist

"proper materials and equipment. Instructor willingness to work with individuals in problem areas."

a secretary

Secretarial and Clerical Staff Training Courses

Course	Objectives	Length	Frequency	Recommended Participants	Prerequisites (and/or Special Concerns)
Basic Microm Training	To learn how to type, revise, and reformat documents on the Microm 2001.	3 days	As needed.	All support staff.	None.
New Employee Orientation	To introduce and orient new employees to GAO as an organization and to the work GAO does.	1 day	As needed.	Newly hired GAO staff.	None.
Number Skills Workshop	To learn how to increase accuracy and speed in dealing with numbers.	10 hrs (2 hrs/day for 5 days)	As needed.	Employees who keypunch, keyboard, type, or handwrite numbers from one place to another.	None.
Office of Congressional Relations Workshop for Secretaries	To increase awareness of the relationship of GAO to Congress and to become familiar with policies and procedures to be followed when working with Congress.	1/2 day	As needed.	Secretaries whose work involves responding to questions about congressional policies and procedures.	None.
Office Management	To design and implement work systems, plan time, set work priorities, practice efficient filing procedures, and use reference guides.	3 days	2 times/yr	Administrative assistants or secretaries GS-5 or above who supervise others and are responsible for office work flow.	Secretarial Procedures and Proofreading.

Course	Objectives	Length	Frequency	Recommended Participants	Prerequisites (and/or Special Concerns)
Proofreading	To employ many techniques for identifying errors in typed, statistical, or graphic work, and to employ appropriate reference sources in correcting work.	5 1/2-day sessions	4-5 times/yr	Employees who are required to identify errors in "final" typed or printed materials.	None. 1.2 CEUs
Refresher Typing	To increase one's production rate by 50%, prepare typewritten copy with greater accuracy, and improve proofreading skills.	2 hrs/day for 4 wks	2 times/yr	Employees who type on the job and who want to increase their typing production rate.	Minimum typing speed of 30 words per minute.
Secretarial Procedures	To demonstrate a broad knowledge of GAO office procedures and correspondence formats.	3 days	4-5 times/yr	Secretaries and other administrative staff.	None. 3.3 CEUs
Skills for Performance and Career Development	To assess and practice interpersonal problem-solving communication skills, and apply them to performance coaching, career counseling, performance appraisal and small group problem-solving.	3 days	As needed.	All GAO employees.	None. 2.4 CEUs

Course	Objectives	Length	Frequency	Recommended Participants	Prerequisites (and/or Special Concerns)
Telephone Communications	To project positive images of one's office, make work less costly by using effective vocal expression and proper techniques for calling, answering, and taking messages.	1/2 day	4-5 times/yr	All employees whose duties include handling the telephone.	None.
Time Management for Secretaries	To learn how to effectively manage time.	1 day	5 times/yr	Employees who would like to gain more control of their time.	None. 0.7 CEUs
Travel Training	To learn how to complete travel forms, and answer travel-related questions.	2-1/2 days	4 times/yr	Administrative staff.	Must be currently required to complete travel forms or have a demonstrated need to know regulations based on current assignment.
Up With English	To be aware of the differences between English spoken in the workplace and that spoken elsewhere, to understand one's own strengths and weaknesses, and to learn how to speak more precisely and carefully.	1/2 day sessions 2 times/wk for 6 wks	4 times/yr	Employees who may have difficulty performing certain office functions because of basic weaknesses in standard oral communication.	None.
Writing Instruction	To help secretaries and ad-	2-hr session 2	2-3 times/yr	Secretaries or ad-	Secretarial Procedures.

Elective and General Training Courses

*“this course should be required
training for all evaluators.”*

an evaluator-in-charge

Elective and General Training Courses

Course	Objectives	Length	Frequency	Recommended Participants	Prerequisites (and/or Special Concerns)
Cardiopulmonary Resuscitation	To employ basic life-saving techniques required to perform cardiopulmonary resuscitation and to treat blocked airways.	1 day	12 times/yr	All interested employees.	None.
Non-Audit Staff Intermediate Writing Workshop	To help improve writing skills by learning how to construct sentences, develop paragraphs, and organize information to convey it convincingly to the reader.	2 days	As needed.	Staff who regularly write letters, memos, reports, or other documents.	None. 1.6 CRUs
Non-Audit Staff Producing Organized Writing and Effective Reviewing	To learn how to organize large amounts of information into more effective documents.	2 days	As needed.	Staff who regularly write complex letters, memos, reports, or other documents.	Non-Audit Staff Intermediate Writing Workshop. Participants should have experience drafting sections of documents of considerable length. 1.6 CRUs
Overcoming Writer's Block	To learn strategies for starting and keeping up writing.	1 day	2 times/yr	GS-11/15 evaluators who experience writer's block and GS-11 writer/editors.	None.
Time Management	To challenge thinking and behavior in managing time, by presenting practical time-managing methods	1 day	16 times/yr	Evaluators (GS-12's and below) who would like to gain more control of their time and are will-	None.

Course	Objectives	Length	Frequency	Recommended Participants	Prerequisites (and/or Special Concerns)
Time Management for Managers	To conduct a job analysis; identify what gets in the way of doing a job; identify priorities; use a time log; set job-related objectives; and plan and direct productive meetings.	1 day	8 times/yr	All GAO managers.	None.
					0.7 CEUs
Time Management for Secretaries	To learn how to effectively manage time.	1 day	5 times/yr	Employees who would like to gain more control of their time.	None.
					0.7 CEUs

Counseling and Career Development Workshops

“the consensus among his staff was that the GAO instructors were the most professional group at the workshop.”

Counseling and Career Development Workshops

Course	Objectives	Length	Frequency	Recommended Participants	Prerequisites (and/or Special Concerns)
Career Planning for Employees	To learn about career planning; assess individual skills, interests, values, and life style preferences; learn decisionmaking and goal-setting skills; and identify job-keeping skills to increase job satisfaction.	1-1/2 days	3 times/yr	All GAO employees.	None. 1.2 CEUs
Individual Stress Management Workshop	To identify the different types of stress; examine individual life styles in relation to stress; apply stress management techniques; and develop an individual stress management plan.	2 days	3 times/yr	All GAO employees.	None. 1.2 CEUs
Interpersonal Conflict Management for Employees	To understand ways in which conflict can improve relationships and enhance organizational and personal effectiveness; identify different styles of conflict management; and understand barriers to resolving conflict.	1 day	3 times/yr	GAO staff with prior exposure to a communication skills course.	Skills for Performance and Career Development or Positive Communications recommended. 0.6 CEUs
Managerial Role in Career Counseling	To learn about career counseling in an organization and in GAO in par-	1-1/2 days	1 time/yr	Mid-level managers and above.	None.

Course	Objectives	Length	Frequency	Recommended Participants	Prerequisites (and/or Special Concerns)
	GAO on career counseling; and gain specific career planning skills to help employees.				0.9 CEUs
Myers-Briggs Type Indicator Workshop	To assess one's personality style, compare one's style with that of others, and learn strengths and areas for improvement.	1 day	3 times/yr	All GAO employees.	None.
Positive Communications Skills Workshop	To positively assert one's self in interpersonal situations; understand non-verbal cues; learn what hinders effective communication; and how to listen more effectively.	1-1/2 days	3 times/yr	All GAO employees.	None.
					1.2 CEUs
Productive Self-Management Workshop	To understand motivating factors in one's personality and work experience, and relate these to one's preferences; set goals for increased productivity, and ways to achieve them.	1-1/2 days	2 times/yr	All GAO employees.	None.
					1.2 CEUs
Retirement Planning Workshop	To learn the different options for retiring and how one's own situation is af-	1-1/2 days	2 times/yr	All GAO employees.	None.

Course	Objectives	Length	Frequency	Recommended Participants	Prerequisites (and/or Special Concerns)
	discover community resources available in planning; and learn of the different lifestyles available.				
Supervisory Techniques in Problem Recognition and Referral	To learn of GAO's resources in counseling employees; learn to identify behavioral signs and acknowledge the responsibility of supervisory action; understand how personal problems affect others; how to react to the troubled employee.	1/2 day	As needed.	Employees in managerial and supervisory positions.	None.
Understanding Sexual Harassment (Briefing)	To define and understand sexual harassment, its effect, and ways to assist employees and meet managerial responsibilities in handling complaints.	1/2 day	As needed.	All management level staff.	None.
Understanding Sexual Harassment Workshop	To review the history of sexual harassment and examine stereotypes; explore the difficulties in defining sexual harassment; examine legal cases; examine various intervention tech-	1/2 day	2 times/yr	All GAO employees.	None.

*“excellent opportunity to move
at my own pace”*

a GAO employee

Introduction

The GAO Learning Center is a resource area for self-instructional study. It uses the concept of individualized learning—a method by which individuals direct their own learning at a self-established pace. The Learning Center provides GAO staff with the flexibility to select and individually schedule job-related training courses and/or self-enrichment activities to help achieve organizational and personal goals. The Learning Center has been specifically designed to help participants satisfy their individual learning needs in a pleasant environment through a variety of media: programmed text, audio cassette tape, videotape, film, slide-tape, computer-assisted instruction, and computer-based training.

While the Learning Center does not replace classroom training, its offerings complement the current GAO cur-

ing Center materials are independent of the existing curriculum, but have been selected to meet specifically identified training needs or interests. Courses can be taken to improve job performance in a particular area, to review an area previously studied, to develop skills in a new area, or for self-enrichment. The Learning Center materials provide excellent opportunities for individual employees to take the initiative in their own professional development without the constraints of formal training classes.

Administration

The Learning Center is located in the Training and Career Development Center, Room 7536 in the main GAO building, and is staffed Monday through Friday from 7:30 a.m. to 5:30 p.m. (the telephone number is 275-9648). The Learning Center Director and Ad-

vision of Center operations, and for giving individual attention to participants using the facility.

Registration

An employee who wants to receive a certificate or continuing education units (CEUs) for job-related training at the Learning Center must complete a Learning Center Registration Form available from training coordinators or the Learning Center staff. This form must be signed by the individual's training coordinator and supervisor and sent to the Learning Center. The Learning Center staff will try to accommodate individual time requests and will notify training coordinators when schedules have been approved. (If no credit is desired, no form is needed.)

Individuals are encouraged to visit the Center to acquaint themselves with the available materials and resources and

advisable that visitors make an appointment with the Learning Center staff to ensure space availability and adequate time to discuss training options.

The following pages list the course packages presently available in the Learning Center. For more information on current offerings, please call the Learning Center staff at 275-9648.

ADP/Computers

- ATI Training Power: PC-DOS Operating System
- CDEX Training for the IBM Personal Computer
- Crosstalk (communication software package)
- Dbase II (data base management software package)
- How to Operate the IBM Personal Computer
- How to Use Your IBM PC in 10 Easy Video Lessons
- Lotus 1-2-3 (spreadsheet software package)
- Microcomputer Literacy Program for Executives, Managers, and Professionals
- PC Master (Training for the IBM Personal Computer)
- PC Pal (Training for the IBM Personal Computer)
- PC Tutor (Training for the IBM Personal Computer)
- Peachtext (Word processing software package)
- Plato Computer Based-Training Courses
- Professor DOS (Training for the IBM Personal Computer)
- Programmed Learning Aid for BASIC Programming Language
- Project Management Using the Computer (The Harvard Project Manager)

Audit/Technical

- Accounting Practice
- Accounting Theory
- Auditing
- Basic Concepts of Local Government Accounting
- Basic Concepts of Local Government Budgeting
- Business Law
- CPA Cassette Program
- Descriptive and Inferential Statistics
- How to Conduct a Survey
- Informal Logic and Inductive Reasoning
- Nonparametric Statistics
- Operational Auditing
- Planning for Non-Planners/Planning Basics for Managers
- PPMA Overview
- Preparing GAO Workpapers
- Preparing the Operational Audit

- Researching Legislative Authority

Individual Development

- Assertiveness for Career and Personal Success
- Discover (computer-assisted instruction for career development)
- Effective Presentations Instruction Kit
- Listen and Be Listened To
- Listening: A Key to Problem-Solving
- Listening and Note-Taking
- Reading Efficiency System
- Solving Problems Creatively
- Speedway Reading Kit
- Stress Management: A Decision System

Management Development

Assessing Personal Management Skills
(computer-assisted instruction)

Efficient Reading for Managers

Getting Results with Time Management

How to Be a Successful Male Executive

How to Build Memory Skills

How to Delegate Effectively

How to Make Better Decisions

Search of Excellence

Studying Effectively
(computer-assisted instruction)

Studying Meetings

- Managerial Communication: How to Master It
- Managing Conflict
- Participative Management: Team Success (computer-assisted instruction)
- Plato Computer Based-Training Courses
- Project Management Using the Computer (The Harvard Project Manager)
- Solving Problems Creatively
- Speedway Reading Kit
- The First Time Manager
- Warren Bennis on Leaders: An Endangered Species

Writing

- Grammatik (computer-assisted instruction)
- Language and Grammar Program Pak (computer-assisted instruction)
- Think Tank (computer-assisted instruction)

Secretarial/ Clerical

Business

- Business Filing and Records Control
- Professional Skills for Secretaries
- Proofreading
- Secretarial Procedures
- The Secretary at Work: A Brief Finishing Course in Secretarial Procedures

English

- Basic English
- Business English
- English Usage Drills and Exercises
- English Usage Drills and Exercises (Programmed for

- Punctuation Drills and Exercises
- Recordings for Spelling Drills and Exercises
- Spelling Drills and Exercises (Programmed for the Typewriter)
- Worktext for Spelling: Patterns of Sound

Shorthand

- Gregg Natchand
- Gregg Shorthand
- Gregg Shorthand 2
- Refresher Course in Gregg Shorthand (Simplified)

Typing

- Basic Typewriting Drills—I
- Gregg Tailored Timings
- Gregg Typing—Refresher/Advanced
- Gregg Typing I
- Gregg Typing II
- Mastering Typing
- Micom Training
- Production Typing
- Seven Keys to Better, Faster Typing
- Technical Typewriting—Kurtz-Phillips
- Typewriting Drills for Speed and Accuracy
- Typing Power Drills

Alphabetical Listing of Training Courses and Workshops

Advanced DYL-280 (ADYL)
Advanced SPSS-X (ASPS) (formerly Computer Data Analysis, Expanded)
Advanced Supervision (AS)
Advanced Supervisory Training (AST)
Auditing and Job Management Skills (AJMS)

Basic DYL-280 (BDYL) (formerly Audit Data Retrieval)
Basic Programming (BP) (formerly Beginners' Time-Sharing)
Basic SPSS-X (BSPS) (formerly Computer Data Analysis)
Budgeting in Reviews (BIR)

Cardiopulmonary Resuscitation (CPR)
Career Planning for Employees (CPFE)
Comprehensive Entry-Level Training (CELT)

Designing Evaluations (DEVS)

Elements of Supervision (EOS)

Fraud Awareness Training (FRAU)

GAO, Congress, and the Environment (GCE)

Individual Stress Management Workshop (ISMW)
Intermediate Level Training (ILT)
Intermediate Writing Workshop (IWW)
Interpersonal Conflict Management for Employees (ICME)
Introduction to Computers (IC) (formerly Base-Level ADP I)
Introduction to Procurement and Contracts (IPC)

Job Control Language (JCL)

Managerial Competencies Workshop (MCW)

Managerial Role in Career Counseling (MRCC)
Managerial Speakers Program (MSP)
Managing for Productivity (MFP)
Managing Multiple Projects (MMP)
Managing Personal and Organizational Change (MPOC)
Managing the Transition to Supervisor (MTTS)
Managing the Writing and Reviewing Process (MWRP)
MICOM
Myers-Briggs Type Indicator Workshop (MBTI)

New Employee Orientation (NEO)
Non-Audit Staff Intermediate Writing Workshop (NSIW)
Non-Audit Staff Producing Organized Writing and Effective Writing (NASP)
Number Skills Workshop (NSW)

Office of Congressional Relations Workshop for Secretaries (OCRS)
Office Management (OM)
Office of Congressional Relations Workshop (OCRW)
Operational Auditing (OA)
Overcoming Writer's Block (OWB)

Positive Communications Skills Workshop (PCS)
Preparing Effective Presentations (PEP)
Producing Organized Writing and Effective Reviewing (POWR)
Productive Self-Management Workshop (PSM)
Project Management (PM)
Project Planning and Scoping (PPS)
Proofreading (PR)

Refresher Typing (RT)
Report Writing for EIC's (RW)
Retirement Planning Workshop (RPW)
Running Effective Meetings (REM)

Statistical Auditing (ST)
Supervisory Skills Training (SST)
Supervisory Techniques in Problem Recognition and Referral (PRR)

Telephone Communications (TC)
Time Management for Evaluators (TM)
Time Management for Managers (TMM)
Time Management for Secretaries (TMS)
Travel Training (TRAV)

Understanding Sexual Harassment--Briefing (SHB)
Understanding Sexual Harassment Workshop (SHW)
Up With English (UWE)

Writing Instruction for Secretarial Employees (WISE)
Wylbur Orientation (WO) (formerly Superwylbur Orientation)